

tic strategies and managing diverse cultures, are all considered in individual chapters. The author concludes by identifying four critical success factors for banking in the future: achieving critical mass in terms of market share; establishing a meritocracy which can attract first-class skills; an ability to manage diversity and develop relevant strategic positioning. 'The overwhelming challenge for banking leadership will be to achieve a positive balance between entrepreneurship and stability, individual initiative and benefit to the group, and the trade-off between individual and common cultural norms within a single organization.' In other words the ability to manage change successfully. This applies to all organizations. Also 'Excellence' is rarely a static label and a year or two can be a long time in today's rapidly changing world; in any case usually more can be learned from mistakes. Pity it would be so difficult to publish (not write) 'The lessons of experience from 12 poorly managed banking institutions'! Another fascinating case study is *Marks & Spencer: Anatomy of Britain's most Efficiently Managed Company*, K. K. TSE, Pergamon (1985), 239 pp., £13.25. But even here, perhaps, the subtitle should have been: 'Anatomy of one of Britain's . . .'

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*Zapp! The Lightning of Empowerment*, WILLIAM C. BYHAM, Business Books (1991), 209 pp., £9.99.

*Zapp!* is a book about helping employees to take ownership of their jobs so that they take a personal interest in improving the performance of their organization. Uses a fable to guide the reader through the issues. The author has extensive experience in operating training programmes for major corporations; although his approach might appear basic, the points he makes are all too frequently neglected.

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*Democratizing Development: The Role of Voluntary Organizations*, JOHN CLARK, Earthscan (1991), 259 pp., £9.95.

Voluntary organizations are playing an increasing role in a wide range of developmental areas. The author emphasizes the need to strengthen their democratic traditions and argues that development is done *by* people, not *to* people.

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*Morality and the Market: Consumer Pressure for Corporate Accountability*, N. CRAIG SMITH, Routledge (1990), 351 pp., £12.99.

Can businesses abandon the axiom that the customer is always right when consumers start questioning the ethics of business practice? The current debate about business ethics and the role of business in society has focused attention on corporate moral and commercial obligations. As a consequence, consumer sovereignty, and its use in determining ethical business practices, has become an even more important issue. A stimulating review of the relationship between business and society.

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*Management Assertions & Aversions*, SAMUEL EILON, Pergamon (1985), 195 pp., £14.00.

Although published several years ago, the author argued that the modelling tools of operational research were afflicted with problems of validity and implementation, while much

research into organization behaviour and design was not relevant to problems encountered by managers in real life. Eilon pointed out the strengths and shortcomings of the traditional approaches; if anything his case is even stronger today. Worth re-reading.

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*The Complete Time Management System*, CHRISTIAN H. GODEFROY and JOHN CLARK, Pitkus (1990), 315 pp., £18.50.

'Mastering time is the only key to success.' (p. 11) (Or as Theophrastus, 370–287 BC, is quoted to have said: 'Our costliest expenditure is Time.'—*Just in Time*, ROBERT D. RUTHERFORD, John Wiley 1981, p. 33.) This well presented volume aims at changing the way the reader works, as well as increasing their ability to enjoy life. The authors argue that time limits are internal rather than an external pressure. True time management is not self-control but liberation. There is much valuable wisdom between the covers, particularly chapter 17: 'How to Succeed by Helping Others Succeed.'

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*Dr Deming: The Man who Taught the Japanese About Quality*, RAFAEL AGUAYO, Mercury (1990), 284 pp., £19.95.

Introduces Deming and his crucial management lessons about quality, as well as illustrating his challenging 14 points. Taken up by the Japanese in the 1950/60s, but only recently recognized by the West. The sooner Deming is widely read the better for us all.

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*The Internationalisation of Research and Development by Multi-national Enterprises*, ROBERT D. PEARCE, Macmillan (1989), 209 pp., £40.00.

A research project which considered that alongside established international producing and marketing networks multi-national enterprises are now also recognizing the need for a global perspective on the creation of the technology so vital to their continued competitiveness. No doubt; but not written to be read by busy managers.

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*Organizational Change Through Effective Leadership*, ROBERT H. GUEST, PAUL HERSEY and KENNETH BLANCHARD, Prentice-Hall (1986), 233 pp., £24.60.

Two case studies: Plant Y (originally published in 1977) deals primarily with the management sector of the organization; while Plant Z considers the worker as well as management and the dramatic turnaround generated through worker participation and involvement in the decision-making process.

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*Management Skills in Social Care: A Handbook for Social Care Managers*, JOHN HARRIS and DES KELLY, Gower (1991), 104 pp., £18.95.

At least in the U.K. newly promoted managers in social care settings are all too often ill-equipped for the problems and possibilities offered by their move to a management position. This basic introduction attempts to fill that gap.